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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Talk to Senior DDO Leadership

FROM: John F. Blake  
Acting Deputy Director  
of Central Intelligence

EXTENSION

EYES ONLY

DATE

14 November 1977

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Central  
Intelligence  
7D 5607 Hqs

Stan:

We are all obviously concerned about the situation in DDO. I have made a decision to meet with the senior DDO leadership--Division and Senior Staff Chiefs--at 2:00 p.m. on Monday. I gave consideration to discussing this intent with you but decided it would be better and more therapeutic if I looked those people in the eye and said I was doing this on my own volition without prior consultation with you.

I have thought through what I propose to say and have attached for your information the outline I am going to use. I do not propose to deviate from it. I will give you a fill-in on Tuesday as to the conclusions that come from the "discussion."

STAT

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Att

Distribution:

Orig - DCI

1 - ADDCI

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14 NOVEMBER 1977

SECOND TIME I HAVE ASKED TO MEET WITH DDO LEADERSHIP.

A. FIRST WAS AUGUST 1974 AFTER I BECAME DDA.

MET AT THAT TIME TO ASSURE DDO SENIOR LEADERSHIP OF MY SUPPORT (AND THE SUPPORT OF THE DIRECTORATE OF ADMINISTRATION) FOR THEIR MISSION AND TO STATE SEVERAL CHANGES OF POLICY, INHERITED FROM MY PREDECESSOR, THAT I WAS CHANGING.

B. DESIRE TO MEET TODAY TO EXPLAIN TWO ROLES I POSSESS:

1. AS ACTING DEPUTY DIRECTOR I HAVE A RESPONSIBILITY TO SUPPORT THE DECISIONS OF THE DCI.
2. AS THE SENIOR RANKING CAREER OFFICER OF THE AGENCY I HAVE A CONCOMITANT RESPONSIBILITY TO UNDERSTAND THE CONCERNS OF THE SENIOR CAREER OFFICERS OF THE AGENCY, TO REFLECT THESE CONCERNS TO THE DIRECTOR, AND ENSURE THAT I GIVE HIM SOUND ADVICE TO CONSIDER WHEN MAKING HIS DECISIONS.

C. MUST BE OBVIOUS I WISH TO DISCUSS THE MATTER OF THE DDO PERSONNEL REDUCTIONS. SEVERAL QUESTIONS COME TO MIND REGARDING THEM:

1. WERE THEY NECESSARY?
2. WAS THE NUMBER OF POSITIONS IN THE TWO-YEAR FISCAL PERIOD ABOUT RIGHT?
3. WERE APPROPRIATE NOTIFICATION PROCEDURES USED?
4. THE REACTION OF YOUR PEOPLE TO THE CURRENT SITUATION.

WHOLE DECISION ON THESE POINTS

I WILL REFLECT YOUR VIEWS TO THE DCI, MEANTIME LET ME LEAVE SOME THOUGHTS WITH YOU:

- A. LAWFULLY APPOINTED AUTHORITY HAS MADE A DECISION.  
YOUR LIKING IT OR NOT IS A PERSONAL VALUE JUDGMENT.  
FROM A PROFESSIONAL POINT OF VIEW, IN YOUR LEADERSHIP  
ROLE, IT APPEARS TO ME YOU OFFICIALLY SUPPORT IT OR YOU  
SHOULD CONSIDER YOUR OWN FUTURE.
- B. AT THE SAME TIME, IT IS UNDERSTOOD AND ENCOURAGED THAT  
THE GREATEST AMOUNT OF COMPASSION SHOULD BE SHOWN THOSE  
WHO ARE LEAVING THE CS.
- C. YOU HAVE AN OBLIGATION TO REFLECT THESE PHILOSOPHIES TO  
YOUR OWN SUBORDINATES IN SUPERVISORY POSITIONS.
- D. MUCH INTEREST IN THE AGENCY "LEADERSHIP." YOU NOW HAVE  
AN OPPORTUNITY TO DEMONSTRATE AND PRACTICE IT.
- E. EQUAL TALK ABOUT PROFESSIONAL DISCIPLINE--AGAIN AN  
OPPORTUNITY TO DEMONSTRATE IT.

MORALE CANNOT BE MANDATED NOR CAN ONE MANDATE AGREEMENT WITH  
DECISIONS. ONE CAN EXPECT, HOWEVER, INSTITUTIONAL LOYALTY AND YOU  
SHOULD DISPLAY IT, DEMAND IT FROM YOUR BRANCH CHIEFS, AND HAVE THEM  
INSTILL IT IN THEIR PEOPLE.